'The World We Want – Beyond 2015' A Toolkit for National Deliberations



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A Partnership Publication by: The Global Call to Action Against Poverty (GCAP), Beyond 2015 and the UN Millennium Campaign "Like slavery and apartheid, poverty is not natural. It is man-made and it can be overcome and eradicated by the actions of human beings. And overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life. While poverty persists, there is no true freedom."

- Nelson Mandela, 2005





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1) Introduction

1.1 A difficult context for a post-2015 framework

The MDGs emerged at a time of relative stability, prosperity and coherence. Western economies were on the rise, the G7 was a dominant force in international diplomacy, and consensus on development issues had been building throughout the 1990s, especially in relation to the economies of Western Europe, North America and South-East Asia. The conditions were relatively good for forging agreement on global targets for development. Even then it took some ten years to develop and negotiate the original MDG framework.

MDGs During the last decade. the framework has galvanised unprecedented support from numerous stakeholders. including Governments and civil society, and the Goals have helped to save the lives of millions of men, women and children as well as lifting millions of people out of poverty¹. In contrast, the financial crisis has rocked faith in long-established economic thinking, international power has become more diffuse and multi-polar, and climate change promises difficult times ahead.

The post-2015 conversation is taking place at a moment of multiple crises and instability - and in a fiscally and natural resource-constrained world. The politics of development has changed significantly since the Millennium Declaration in 2000, and there have been major changes in the

¹See *The Millennium Development Goals Report 2011* at http://www.un.org/millenniumgoals/11_MDG%20Report_EN.pdf

balance of global power. The distribution of poverty and inequality across the world is shifting, and the tools and actors addressing development challenges have changed. Many of the world's poorest now live in middle income economies, climate change threatens much of the progress that has been achieved and inequality has deepened significantly since the MDGs were first agreed.

1.2 Why do we need a post-2015 framework?

In the current political and economic climate, civil society organisations (CSOs), as well as Governments, the UN and other key stakeholders must work hard to accelerate the achievement of the MDGs by 2015. However, it cannot be taken for granted that the Goals will be fully realized and it is expected that despite progress in a number of areas, by 2015, 1 in 5 people will remain on incomes of less than \$1.25 per day. It is therefore critical that current efforts to ensure MDG achievement by 2015 also begin to focus on ensuring the establishment of a robust framework for development when the MDGs reach the agreed deadline in 4 years time.

87 per cent of Southern civil society respondents interviewed for CAFOD's '100 Voices' report wanted some kind of overarching, internationally agreed framework for development after 2015. This gives civil society a good basis for demanding a new global framework post-2015.

²See

http://www.cafod.org.uk/resources/policy/aid/beyond-the-mdgs

In recent years, civil society discussions have focused on the need for a change in the predominant development paradigm, and for a radically new global framework recognizing post-2015, that transformative agenda is needed in the face of the growing climate, financial and food insecurity which undermines towards poverty eradication (see annex 2). Civil society discussions have been clear that the development of a post-2015 global agenda must not repeat the shortcomings of the MDGs - the process must be participatory, inclusive and responsive to the voices of those directly affected by poverty and injustice.

The MDGs were written by a small, elite group of UN insiders. The MDGs became highly successful in terms of their international recognition. However, this very publicity means that there is little chance of replicating the closed-door approach, which prevailed in the designing and drafting of the original MDGs.

For the UN to be able to successfully conduct a meaningful, participative process, civil society needs to come together in advance of the official UN led process at the national level to discuss and reach a minimum consensus on the potential content of a post-2015 global agenda.

1.3 Aims of national deliberations

This toolkit aims to help civil society organisations organise and facilitate such national deliberations. There are a number of aims of these deliberations:

 To feed into the UN-led consultation process at national level. (see Section 2) Beyond 2015 and GCAP will work with the UN to ensure that

- representatives from civil society deliberations are included in the UN consultations, and that the report of the civil society deliberations is considered as an input to the consultation.
- To create specific policy asks for national governments, who will be negotiating the final agreement via the UN General Assembly. As such, a key aim of civil society deliberations is to create specific, concrete policy asks for national governments aiming at influencing their position on the post-2015 debate.
- 3. To create a civil society position on a post-2015 framework, which will be submitted to the UN Task-Team on post-2015, UN High Level on post-2015, the Secretary General's office as well as national governments. In 2013, this position will focus on the conceptual foundations of the post-2015 framework: the vision, purpose, principles and criteria.

1.4 Suggested uses of this toolkit

This toolkit should be used for the following purposes:

 To understand the international, intergovernmental processes (led by

July 2011 - UN Secretary
General releases report saying:
"the post-2015 development
framework is likely to have the
best development impact if it
emerges from an inclusive, open
and transparent process with
multi-stakeholder participation."

- the UN) for the creation of a post-2015 framework.
- To understand how CSOs can work together to influence the national, regional and global process towards the post-2015 framework.
- 3. To develop a civil society position on a post-2015 framework built around national and local deliberations.
- 4. To understand the current on-going discussions about the potential content of a post-2015 framework.

2) International Context – the UN and intergovernmental processes

The present section outlines the initial steps taken by the United Nations under the leadership of the UN Secretary General to consider a new development agenda beyond the MDGs deadline of 2015. The information provided here is of a general nature as the main features of the consultations are still being defined at the time of release of this toolkit.

2.1 General framework

The 2011 Annual Report of the Secretary-General: 'Accelerating progress towards the MDGs: options for sustained and inclusive growth and issues for advancing the United Nations development agenda beyond 2015', lays out the broad principles of the post-2015 process. These include the need to foster an inclusive, open and transparent consultation process with multi-stakeholder participation, and to use established global, regional and national mechanisms and processes to ensure that such deliberations incorporate the lessons learned and experiences from all stakeholders.

At the substantive level, the Report recommends drawing on the values and principles in the Millennium Declaration and on a thorough, broad based and inclusive review of the MDGs, which should be put in the context of the global development challenges ahead, as the starting point for the discussion of a new development agenda beyond 2015.

2.2 Consultation processes

The UN has started the work programme to foster a broad based, open and inclusive dialogue with all stakeholders, including civil society actors, on the post-2015 agenda.

A key part of this will be a **global** conversation on post-2015 to capture the voices of citizens. This is a UN wide effort that will be led by key communications teams within the system with the aim of taking advantage of the proliferation of social networks and web-based tools, and of the rapid diffusion of mobile technologies to facilitate open interaction and information exchange with citizens around the world.

As indicated in the UN Secretary General's report to the General Assembly in September 2011, the UN Millennium Campaign will act as one of the outreach mechanisms to civil society to gather inputs and feedback on the post-2015 agenda and facilitate dialogue with the UN system.

The UN Development Programme (UNDP) and the UN Department for Economic and Social Affairs (DESA) have been mandated by the Secretary-General to lead the work on the post-2015 framework.

A Task Team of senior technical experts from UNDP and DESA, chaired by Olav Kjorven (UNDP) and Jomo Kwame Sundaram (DESA), and supported by the full UN system, was set up in January 2012 to define a system-wide vision for the post-2015 agenda. The Task Team has produced a study³ which will serve as a roadmap for the work of a High-Level Panel that the UN Secretary General will The study critically appoint in 2012. appraises the current MDG framework, maps on-going activities inside and outside of the UN on defining a post-2015 agenda, and assesses challenges that have become more prominent in the last decade.

As part of this work, UNDP, working with other UN Development Group (UNDG) agencies, will support the organisation of a series of national and thematic consultations on the post-2015 framework:

National Consultations

The UN will organise consultations at the national level in up to 50 countries. A guidance note has been produced⁴ and distributed to the UN Country Teams to facilitate these exercises. The consultations will be set up in a way that facilitates the inclusion of voices of poor people and those that are vulnerable; although the modes of doing this will depend on the country context. The direction of the process will be the overall responsibility of UN Resident Coordinators, who should provide the strategic guidance in order to ensure the

participation and inputs of members of all different stakeholders.

Selected countries to participate are a representative sample across several dimensions: regional, country typology, and different types of development challenges. Other important considerations will include demand / ownership, strategic importance to multilateral processes (including Rio+20), and donor preference where stated. High Income Countries are excluded from the sample, but outreach and consultation will proceed through alternative channels.

In an initial stage, **50 countries** will be supported to hold such consultations (see table below). However, the aim is to facilitate the largest possible number of national consultations. Thus this provisional list does not preclude support to other countries.

³ Realizing the Future We Want for All: Report to the Secretary-General, UN Task Team on Post-2015, June 2012

⁴ <u>Post-2015 Development Agenda: Guidelines for</u> <u>National Consultations</u>, UNDG, June 2012

AFRICA (S, E & W)	Asia & Pacific ₁	LATIN AMERICA & CARIBBEAN 2
Angola Burkina Faso CAR DRC Ethiopia Ghana Kenya Mali Malawi Mauritius Mozambique Níger Nigeria Senegal South Africa Tanzania Togo Uganda Zambia	Bangladesh China India Indonesia Lao PDR Pakistan PNG Solomon Islands Timor-Leste Vietnam	Brazil Costa Rica Colombia Peru Haiti Bolivia El Salvador Honduras Santa Lucia

ARAB STATES 3	EASTERN EUROPE & CIS
Djibouti	Armenia
Egypt	Kazakhstan
Jordan	Moldova
Morocco	Tajikistan
Sudan	Turkey
Algeria	(+1 tbc)

- 1. Cambodia, Philippines, Vanuatu proposed as stand-by countries.
- 2. Nicaragua, Guatemala, Ecuador and Chile are proposed as alternatives.
- Lebanon and Yemen are proposed as alternatives.

Thematic Consultations

UNDG will facilitate 11 thematic consultations with academia, media, private sector, trade unions, civil society

and decision makers to discuss crosscutting thematic issues on the post-2015 framework.

Тнеме	LEADING AGENCY
Inequalities	UNICEF / UNWOMEN
Food security and nutrition	FAO / WFP
Governance	UNDP / OHCHR
Growth and employment	UNDP / ILO
Conflict and fragility	UNDP / PBSO (tbc) / ISDR (tbc)
Health	WHO / UNICEF
Education	UNESCO / UNICEF
Environmental sustainability	UNEP / UNDP
Population dynamics	UNFPA / UNHABITAT (tbc)
Energy	UNICEF (tbc)
Water and Sanitation	UNICEF (tbc)

The Thematic consultation on Growth and Employment took place on 15-16 May 212 in Tokyo, Japan. The rest of thematic consultations are expected to take place after Rio+20, from June 2012 to early 2013.

The outcomes of national and thematic consultations, as well as of the online Global Conversation will be synthesised in a report to be launched in 2013 and which will inform the MDGs High Level Event in September 2013. This information will be also available to the High Level Panel the Secretary General will appoint after Rio+20 and which will also deliver a report for the MDG High Level Event in 2013.

2.3 Timeline of key dates

DATE	EVENT
January 2012	Task Team appointed
15-16 May 2012	Thematic consultation on Growth and Employment. Tokyo, Japan
May 2012	Task Team's report delivered
May 2012 – First quarter 2013	UN country consultations start after publication of UNDG guidelines
20 - 22 June 2012	Rio+20 UN Conference on Sustainable Development. Rio de Janeiro, Brazil
July 2012 (tbc)	High Level Panel appointed.
July 2012 - First quarter 2013	Thematic consultations
3-7 Sept 2012	CIVICUS General Assembly (several meetings on post- 2015). Montreal, Canada
31 Oct - 2 Nov	The Berlin Civil Society Centre's 2012 Global Perspectives conference
First quarter 2013	Report from consultations
May 2013	Report of the High Level Panel delivered.
Sept. 2013	MDGs Summit in the UNGA

3) 'The World We Want Beyond 2015': National Deliberations

It is critical that those directly affected by poverty, inequality and climate change lead the articulation of a post-2015 development agenda. The voices of citizens must be 'heard' and not just listened to. National, local, thematic and constituency-based deliberations will provide a platform for citizens around the world to:

1. Amplify the voices of people directly affected by poverty and

- injustice and their perspectives on the future global framework we need.
- Build a shared global vision for the future of people and the planet, and clear strategies that can be employed at local, national, sectoral and regional levels, to realize this future.
- 3. <u>Influence national governments</u> and intergovernmental processes to align with the aspirations of civil society for a post-2015 agenda, and hold actors accountable for their commitments.

It is anticipated that conversations will take place at a variety of levels, online and offline, in cities and villages, with health workers and pastoralists, engineers and homemakers, educators and students....all shaping 'The World We Want Beyond 2015'. However, the challenge will be in bringing together so many voices, and finding the shared aspirations and solutions that will form the basis of a clear and ambitious civil society position for a global framework beyond 2015. This toolkit is aimed at supporting civil society networks to organise national deliberations on a post-2015 global framework which brings together a wide variety of voices and constituencies. National deliberations will be synthesized at different points in 2013 with the aim of creating a consolidated global civil society position on the vision, purpose, principles and criteria of a framework in advance of the 2013 High MDGs Level Review of the where significant agreements on a post 2015 agreement are likely to be made.

3.1 Who to invite to the national deliberations?

Given the wide level of interest in the post-2015 discussions, and the importance of having a participatory, inclusive and open process, we suggest that organisers of national deliberations should make efforts to include a wide range of representatives. The following list provides an illustrative catalogue of groups to which organisers should reach out in order to include in national or even local level dialogues:

- Grassroots organisations and groups (i.e. farmers groups, school teachers associations, student groups, mothers groups, children's groups, young girls groups, youth-led organisations, health workers etc.)
- Representatives of the development sector (important to also invite CSOs from outside capital cities)
- Representatives of the environmental sector
- Activists and practitioners in the human rights community
- Representatives of Women's Movement
- Representatives of the disability sector
- Representatives of the older people's sector
- Socially excluded minorities
- Trade Unions
- Social movements
- Academia and Think Tanks
- Local Governments

- Faith groups
- Relevant Parliamentary networks and associations
- Relevant ministries in National Government (where appropriate)
- Relevant Small, Medium and Micro- Enterprise groups

4) National influencing

Ensuring that the deliberations influence the policies and practice of national governments is central to the purpose of these dialogues. Governments are actively reflecting on their obligations in the context of the MDGs and many are currently open to discussion with civil society on a post-2015 agenda. There is a small window of opportunity to heighten the aspirations of governments, and ensure that, unlike the MDGs that were in part viewed as an agenda defined by 'northern' governments, ownership is built in north, south, east and west for an ambitious post-2015 agenda.

The UN led intergovernmental process will involve negotiations by national governments between now and 2015, and it is likely that a final post-2015 agreement will be negotiated and agreed within the General Assembly. As such, it is crucial that these deliberations are used to influence both national governments and UN thinking.

National deliberations should result in a core set of nationally tailored 'policy asks' which will form the basis of advocacy, lobbying and public campaigning activity towards 2015.

A number of strategies may be used in conjunction with national deliberations to influence national governments and other stakeholders:

- Civil Society delegations to lobby heads of state
- Encouraging parliamentary debates on a post-2015 agenda, using the results of national deliberations as an input
- Using meetings with local and national political leaders to highlight

- key messages on the post-2015 agenda
- Public mobilization: Acts of nonviolent civil disobedience, marches, street protests, sit-ins, rallies, candlelight vigils, banner making competitions
- Media releases, op-eds, petitions, online campaigns.
- Use of ICTs and social media to mobilize opinions, channel feedback and catalyse debate.
- Feature the participation of school and college students through appropriate tools and platforms.

A media strategy needs to be discussed and agreed upon before the national deliberations begin. Media can be an important vehicle in raising awareness about the event, as well as amplifying the issues raised. Organizers should contact national and local media such as community radio and newspapers to invite them to report on the outcomes of the discussions.

5) Guidance for national deliberation organisers and facilitators

5.1 Introduction

Given the forthcoming official UN consultation, likely to start in the first half of 2012 and run until some point in 2013, and the commitment by the UN to engage civil society meaningfully in the process to agree post-2015 framework, civil organizations need to come together at the national level in order to have meaningful deliberations about post-2015 а development framework in advance of the UN consultations.

We encourage civil society deliberations to be held two – three months in advance of the UN consultations. This would leave enough time for written reports of these deliberations to be fed into the UN process, and for civil society to work with the national UN offices, in order to ensure civil society representation in the UN consultations.

5.2 Preparations

Preparatory work for the deliberations could include one or more of the following options, depending on time and capacity, local context, and what work and research has been undertaken at the national level. The following suggestions, are mandatory requirements. However, organisers should be conscious of the need to inform their constituents and invitees of the international context (section 2), the purpose of the deliberations (section 3), and the background materials on the potential content of a post-2015 framework available (Annex 2).

CSO Mapping

Organisers should check with colleagues in Beyond 2015 and GCAP to see if national CSOs are already engaged in the campaign. Organisers should work with these organisations to map local and national CSO actors who may already be working on the post-2015 question, or who may be interested in doing so. Where feasible and appropriate a multi-stakeholder Steering Group / National Hub can be initiated to host the consultation helping to broaden the ownership of the process as well as ensuring the follow up advocacy agenda.

Outreach to wide variety of CSOs

To ensure representativeness, inclusivity and legitimacy of these deliberations, organisers should make efforts to reach out to the types of CSOs highlighted in Section particularly socially 3. excluded communities. Participants should reflect the diversity of civil society in terms of types and roles of CSOs, geographic origin, etc. Participants should include a mix of advocacy specialists, programme specialists, representatives of grassroots communities etc. Organisers should strive for gender balance in the deliberations.

Information sharing with constituents

Assuming that many local and national CSOs will be relatively uninformed about the post-2015 debate (given that we are still a few years away from the final date), organisers may wish to share details about the importance of influencing international deliberations on the post-2015 framework in advance of the deliberations.

This could be done by sending an email outlining the international context (section 2) and details of the purpose of civil society deliberations (Section 3). These points should also be incorporated into the introductory session of the deliberations in order to develop a shared understanding and starting point amongst the participants.

The maximum number of participants should be determined by the deliberation organisers, depending on available capacity and resources. International CSOs working in a country should also be invited to participate, though the deliberation could be arranged so that local / national CSOs have a dedicated space to express their views among themselves, if so required.

Non-physical deliberations?

Organisers should consider what is most appropriate for their setting. In contexts where physical distance prevents those from outside the capital participating, it might be worth being imaginative about organising deliberations using email, telephone, online forums etc.

5.3 Setting the Agenda

The minimum time suggested for this deliberation is 1day - this should be enough for participants to understand the international context. how national deliberations fit into the international campaign for The World We Want Beyond 2015 and the international processes, to explore and discuss the existing content discussions (see Section 6), to explore the conceptual foundations of a post-2015 global development framework (vision, purpose, principles, criteria) and to draw conclusions and recommendations for both the national and international level.

In order to ensure a significant degree of uniformity in the content of national deliberations, a standardized outline agenda is proposed. Agenda items constitute core elements of the civil society deliberative process that will feed into an eventual civil society position on a post-2015 framework.

5.4 Suggested outline agenda

The agenda suggested below provides an indication of how the deliberations may be structured over a minimum of one full day. A follow up meeting (not covered in this toolkit) with committed participants may be useful to deepen thinking on specific issues which should be included in a post-2015

framework, or on specific aspects of the conceptual foundations of the framework.

Suggested objectives

- To introduce the international context of the post-2015 process
- To introduce the civil society deliberation process
- To build civil society understanding of the existing debate around the potential content of a post-2015 framework
- To develop a shared national position on the conceptual foundations of the framework: the vision, purpose, principles and criteria.
- Background presentation on the international context - organisers may consider inviting a UN representative to give a presentation (see Section 2)
 - a. Details of the relevant UN architecture
 - b. Details of the UN consultation process and subsequent international discussions
 - c. Details of the timelines
 - d. Question and answer

2. Background presentation on the civil society deliberation including

- a. Situating national deliberation within the overall civil society process
- b. Aims and objectives of process
- c. Overview of participating CSOs and countries
- d. Expected outcomes
- e. Question and answer

3. Background presentation on content

- a. Reflections on MDG progress and implementation at the national level and its implications for a post 2015 framework.
- b. Details of various content proposals (see Annex 2)
- c. Details of the Beyond 2015 content plan
- d. Question and answer

4. Discussing the conceptual foundations of the framework

- a. The 'vision' This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about.
- b. The 'purpose' This is the particular role that the framework has describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose.
- c. The 'principles' These are characteristics that should underpin the whole framework and be reflected throughout its whole structure. The principles should support the design of the framework so it will achieve its purpose.
- d. The 'criteria' The criteria are the means by which we can evaluate specific proposals for goals. These should facilitate a basic but systematic assessment of whether a proposed goal is a strong option for a post-2015 framework.

 Determine key recommendations / policy asks for the national government in relation to international deliberations around a post-2015 framework

See Annex 3 for a sample session plan!

5.5 Recording the outcomes of a civil society deliberation

It is crucial that outcomes of all national / regional deliberations are recorded and synthesized in order to feed into the broader civil society international deliberations. The report should between three and six pages long and should follow the format provided in the suggested recording template (see Annex 5). Email addresses of participants should be recorded in order to facilitate ongoing communication and longer term involvement in the campaign.

Reports should be submitted no later than one month after the deliberations. Organisers are encouraged to submit additional narrative reports photos and videos as well, which will be highlighted online.

It is suggested that organisers identify a core group of resource people who are familiar with the Post 2015 international process. These resource people should be able to guide the discussions and synthesise them in feedback sessions and the workshop report. Any breakout sessions should be encouraged to document the conclusions of their deliberations, using the standard reporting format provided in Annex 5.

Key points to be included in report:

- a. Summary
- b. Deliberation process and political context
- Key points captured on the four foundational concepts of a framework: vision, purpose, principles, criteria.
- d. Analysis and recommendations

There should be a designated note taker(s) who leads on the reporting.

All reports of deliberations should be sent to: twww@beyond2015.org

Workshop reports will be published on:

- www.beyond2015.org
- www.whiteband.org

GCAP National Coalitions may wish to use the outcomes, building on previous 'The World We Want' Charters, to support the creation of a nationally focussed set of 'policy asks'.

5.6 Key contact details

This toolkit was created in a partnership between Beyond 2015, GCAP and UN Millennium Campaign, who are working together to ensure a participatory and inclusive process to develop a post-2015 global framework.

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Annex 1: Towards a Beyond 2015 position on content

Objective: To develop a shared, global civil society position on the content of the post-2015 framework.

* * *

We will focus on the **conceptual foundations** of the framework, rather than the specifics. This means gathering and synthesizing input on four key components: 'Vision', 'Purpose', 'Principles' and 'Criteria'.

The plan is to **use the existing Beyond 2015 website** as a focal point for live drafting. This will ensure we always have a 'best draft' of our position that we can use for advocacy – but that we are transparent about its status and have a mechanism for improving it.

We will ask organisations coordinating Beyond 2015's input to the thematic consultations; and those coordinating Beyond 2015/GCAP civil society deliberations at national level to **gather input** around the four key terms (**Vision**, **Purpose**, **Principles**, **Critiera**). We will also work in **partnership** other platforms who are also gathering input from relevant stakeholders, **using vision**, **purpose**, **principles and critieria** as **common terms**, and mutually sharing material on these as appropriate. We will also ask for input on these four components from the Beyond 2015 campaign at large.

Two Lead Authors (one North, one South), will work with a drafting team to **synthesise** all the material that we gather under these four topics. They will **rewrite** whenever the satisfaction gauge on the Beyond 2015

website dips below 50%, and also ahead of two key advocacy windows – the High Level Panel report in May 2013, and the UN Special Event in September 2013. They will also complete a final synthesis, once all the major initiatives gathering civil society input on these four components have been completed (est. Oct 2013). This will hit advocacy windows connected to the Open Working Group.

* * *

We will also collect all civil society proposals for the specifics of the framework (ie. proposals for specific goals, or proposals for the framework as a whole) displaying them on the Beyond 2015 website as normal. We will facilitate civil society to do their own advocacy on their proposals, reflect the strength of support for different proposals when we have evidence to back this up, and signpost civil society expertise on particular goals to key contacts. However, in 2013, we will not give formal Beyond 2015 endorsement to one goal over another.

1. The 'vision'

This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about.

2. The 'purpose'

This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose.

3. The 'principles'

These are characteristics that should underpin the whole framework and be reflected throughout its whole structure. The principles should support the design of the framework so it will achieve its purpose.

4. The 'criteria'

The criteria are the means by which we can evaluate specific proposals for goals. These should facilitate a basic but systematic assessment of whether a proposed goal is a strong option for a post-2015 framework.

These four components should slot together, like pieces of a jigsaw puzzle. They should not duplicate one another. It will be much easier to compare different views and ensure we are not talking at cross-purposes if throughout the campaign, we organise our thinking consistently around these four key terms.

Annex 2: Background on the content discussions

A number of 'post 2015' conversations have taken place at the International level. including early 'Beyond 2015' conversations hosted by GCAP in 2008 at the United Nations High-Level Summit on the MDGs. As well as more recently - preceding the 2010 High Level Review of the MDGs and at the 2011 CIVICUS World Assembly. A number of common issues have been expressed in а number of these conversations, including:

- The need for an inclusive, global and participative process, which places people living in poverty at the centre of a 'new' development agenda.
- The importance of learning the lessons of the MDGs and understanding what has and hasn't worked.
- A sense that radical steps were urgently needed to address systemic issues, which have not been considered within the current MDG framework.

This section provides a further summary of content discussions and highlights some critical issues that are being raised by civil society, governments and the academic community in advance of 2015.

A2.1 Millennium Declaration

In the UN Secretary General's report on the MDGs (July 2011), he encourages the world to revisit "values and principles endorsed by world leaders in the Millennium Declaration" when considering a

new framework. The report highlights the six fundamental values of the Millennium Declaration, notably:

- (i) Freedom and tolerance: individual freedoms for democratic and participatory governance;
- (ii) Equality among nations and individuals;
- (iii) Solidarity: solidarity to manage global challenges based on equity and social justice;
- (iv) Tolerance of belief, cultural and language diversity;
- (v) Respect for nature for sustainable development;
- (vi) Shared responsibility to manage worldwide economic and social development.

The Declaration highlighted six specific objectives to turn these values into reality, notably: peace, security and disarmament; development and poverty eradication; environmental protection; human rights, democracy and good governance; protection vulnerable populations: to consideration for the special needs of Africa and the need to strengthen the UN.

The Secretary General suggests that, "When considering the elements of a post-2015 development agenda, the world community may revisit the values and principles of the Millennium Declaration as a starting point for renewing its vision of global development in the light of contemporary challenges.

See: http://www.ipc-

undp.org/pressroom/files/ipc629.pdf

A2.2 Beyond 2015 essential musthaves

The Essential Must Haves were first drafted by representatives of Caritas (G Bissau), FEC (Portugal), Ecoweb (Philippines), Amnesty International (offices Switzerland, Senegal and Burkina Faso), REPAOC (West African regional network), CONCORD (European network), Ubuntu (Spain), CIDSE (international network of Catholic development organisations), Centre for Social Concern (Nigeria), Development Justice. and Peace Commission/Caritas (Nigeria), **CAFOD** (UK), Trocaire (Ireland), Bond (UK) at the World Social Forum in February 2011.

They were then strengthened in a wider meeting of some 100 organisations and individuals during the Forum. A global consultation was then undertaken, with comments received on the draft must-haves from some 40 organisations worldwide. These comments were then included in the must-haves, which include a specific section on the content – see below:

- a) The framework must set out global goals, as well as contextualised national targets for developed and developing countries aiming at a sustainable and equitable global development, as well as the eradication of extreme poverty.
- b) The framework must be based in full accordance with international human rights laws and frameworks.
- The framework must lever the reform of existing structures that perpetuate poverty and inequality.
- d) The framework must recognise that international aid is only a part of a balanced approach to development.
- e) The framework must address:

- Root causes of poverty and injustice in all countries, from the richest to the poorest.
- Inequity and inequality.
- Environmental sustainability and climate change.
- The responsibility of national governments to sustainably manage their natural and financial resources.
- The responsibility of the international community to support developing countries in the face of global challenges through respecting their ODA commitments as well as through innovative redistributive funding mechanisms which would generate additional predictive finance.
- The responsibility of developing country governments to deliver on development commitments.

It is worth noting that in each consultation organized by Beyond 2015 to date (at the European level in Brussels, at the international level in Montreal and at the national level in Denmark) participants have highlighted inequality, gender justice, human rights and environmental sustainability as key points of a post-2015 framework.

See

http://beyond2015.org/document/essentialmust-haves-%E2%80%93-substance

A2.3 Millennium Consumption Goals

The Millennium Consumption Goals (MCGs) seek to provide consumption targets designed to motivate the world's rich to consume more sustainably, and make the human development path more sustainable. The MCG idea was proposed

formally at the January 2011 UN sessions in New York, during preparations for the United Nations Conference on Sustainable Development, UNCSD 2012 (or Rio+20) in Brazil

The most obvious and easily measurable MCGs would target:

- 1. Carbon emissions reduction.
- 2. Energy (conservation, renewable energy fraction).
- 3. Water (conservation, quality).
- 4. Pollution abatement (air and water effluents, solid waste, and toxic waste).

Further areas might include: efficient transport; urban footprint and sustainable dwellings; land use, deforestation and biodiversity loss; food security, sustainable agriculture and healthier diets; sustainable livelihoods and lifestyles; reduced working hours and improved working conditions; and progressive taxation. Certain government expenditures could also be considered, like the US\$1.6 trillion per year currently spent on armaments worldwide.

For a full list of suggestions see http://www.mcgforum.org/wp-content/uploads/2011/08/Table-MCG-Summary-v2.pdf

A2.4 Centre for International Governance Innovation and the International Federation of the Red Cross and Red Crescent proposal

The International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Centre for Governance Innovation (CIGI) convened a meeting of development experts, representatives from international organizations and research institutes. and policy and governance experts discuss а post-2015 development paradigm. The group met for four days, 20-24 June 2011, at the Rockefeller Foundation's Frati Centre in Bellagio, Italy.

The principal purpose of the meeting was to develop options on what could succeed the Millennium Development Goals. Preliminary options were circulated prior to the meeting, based on discussions at a February 2011 meeting in Geneva. Bellagio discussions focused how to frame certain on development challenges and which elements of complex issues to include, to improve the proposed options for post-2015 Goals. (See table overleaf)

CIGI POST 2015 DEVELOPMENT GOALS		
GOAL	INDICATOR	
1. Reduce poverty	Improving living standards for the poor	
2. Assure Adequate Food and Safe Water	Eradicating hunger; reducing obesity; and ensuring safe water for drinking and sanitation.	
3. Achieve Universal Literacy	Ensuring citizens have the basic skills to contribute to their societies	
4. Promote Healthier Lives	Reducing diseases and preventable deaths	
5. Reduce Violence	Protecting citizens—particularly women, children and vulnerable groups—from violence and the threat of violence	
6. Promote Gender Equality	Empowering women and eliminating discrimination against women and girls	
7. Improve Environmental Sustainability	Ensuring better management of the earth's limited resources	
8. Achieve Universal Connectedness	Creating ties that bind	
9. Improve Disaster Reduction& Crisis Management	Increasing capabilities to deal with disasters and crises	
10.Civil and Political Rights	Fulfilling people's right to be politically active and engaged in decision-making	
11. Good and Equitable Global Governance	Ensuring fair participation, transparency and accountability in international institutions	
12. Equitable Economic Rules	Ensuring rules in our global economy that promote economic development	

For further details see: http://www.cigionline.org/project/toward-post-2015-development-paradigm

A2.5 Sustainable Development Goals (SDGs)

Colombia has proposed a set of SDGs as an input into the Rio+20 conference, aiming to translate the Green Economy / Sustainable Development debate into tangible goals. The SDGs would be based on Agenda 21 given that it already maps requirements for sustainable development. The Colombian proposal suggests a focus on the following:

- Commodity Markets and Policies
- Poverty
- Consumption
- Demographic Dynamics & Sustainability

- Protecting & Promoting Human Health
- Sustainable Human Settlement Development
- Integrating Environment & Development in Decision-Making
- Climate Change Mitigation and Adaption
- Land resources, deforestation and desertification
- Sustainable Agriculture & Food Security
- Biological diversity
- Protection of the oceans and freshwater resources

There are some positive elements of the proposed Sustainable Development Goals (SDGs), for example that they discuss

universal goals (rather than just goals for the developing world). However proposals are at the moment vague and seem to run parallel to, rather than integrated with, the MDGs. This could undermine attempts to achieve either set of goals and efforts to develop a comprehensive post 2015 agenda.

For further details see:

http://www.eclac.org/rio20/noticias/paginas/6/4 3906/2011-613-Rio+20-

Note by the secretariat Colombia note.pdf

The UN NGO Conference in September 2011 came up with suggestions which complement Colombia's proposals on SDGs, notably:

SDG - ACCESS TO INFORMATION: By 2022. aovernments will enact implement Freedom of Information laws giving people the right to obtain accurate and truthful information held by their on the aovernment. especially environment. Governments will actively make available to all stakeholders useful. accurate and truthful well-publicized data and information in appropriate formats and languages, including on the internet. These laws should include whistleblower protection should and extend to information disclosure by corporations.

SDG - PUBLIC PARTICIPATION: By 2022, governments to ensure that need voluntarism and citizen engagement are incorporated in all global, national and local action plans for implementation of sustainable development and human wellbeing, to commit to the creation of an enabling environment for citizen engagement and voluntary action, will include mandatory and public participation in (a) major development project approvals and environmental impact assessment procedures, (b) drafting of national level sustainable development policies, laws and regulations and (c) administrative decisions such as pollution permitting.

SDG - ACCESS TO REDRESS AND REMEDY: By 2022, governments will adopt and implement laws ensuring effective access to judicial and administrative proceedings concerning sustainable development, including redress and remedy. In particular, they will ensure that the costs of such proceedings are reasonable and affordable to affected people and that access to such proceedings available through is expansion of legal standing and other means to interested people and organizations.

SDG - ENVIRONMENTAL JUSTICE FOR THE POOR AND MARGINALIZED: By 2022, governments will adopt laws that obligate government agencies to take appropriate measures to provide information and engage affected people living in poverty, women and other disadvantaged groups when making sustainable development decisions.

For further details see: http://www.un.org/wcm/webdav/site/ngoconference/shared/Documents/Final%20Declaration/Chair%27s%20Text.pdf

A2.6 Gross National Happiness (GNH)

The four pillars of Bhutan's GNH are the promotion of sustainable development, preservation and promotion of cultural values. conservation of the environment, and establishment of good governance. Through collaboration with an international group of scholars empirical researchers the Centre for Bhutan Studies further defined these four pillars with greater specificity into eight contributors happinessgeneral to physical, mental and spiritual health; timebalance; social and community vitality; cultural vitality; education; living standards; good governance; and ecological vitality.

second-generation GNH concept, treating happiness as a socioeconomic development metric, was proposed in 2006. The metric measures economic development by tracking seven development areas. **GNH** value proposed to be an index function of the total average per capita of the following measures:

- Economic Wellness: Indicated via direct survey and statistical measurement of economic metrics such as consumer debt, average income to consumer price index ratio and income distribution
- Environmental Wellness:
 Indicated via direct survey and statistical measurement of environmental metrics such as pollution, noise and traffic
- Physical Wellness: Indicated via statistical measurement of physical health metrics such as severe illnesses

- Mental Wellness: Indicated via direct survey and statistical measurement of mental health metrics such as usage of antidepressants and rise or decline of psychotherapy patients
- Workplace Wellness: Indicated via direct survey and statistical measurement of labour metrics such as jobless claims, job change, workplace complaints and lawsuits
- Social Wellness: Indicated via direct survey and statistical measurement of social metrics such as discrimination, safety, divorce rates, complaints of domestic conflicts and family lawsuits, public lawsuits, crime rates
- Political Wellness: Indicated via direct survey and statistical measurement of political metrics such as the quality of local democracy, individual freedom, and foreign conflicts.

David Cameron and Nicolas Sarkozy have been exploring the concept of happiness indexes in the UK and France respectively. In September 2011 Jeffrey Sachs stated his support for the GNH.

A2.7 Human wellbeing

Ideas around 'human wellbeing' emerging as a complement to the more traditional and material ways of conceptualising and measuring poverty and deprivation. The commission recently appointed by President Sarkozy of France is one of several recent attempts to look at alternative measures of progress. The commission, which included both Joseph Stiglitz and Amartya Sen, identified eight dimensions of wellbeing which are critical to happy and fulfilled lives:

- Material living standards
- Health
- Education
- Personal activities including work
- Political voice and governance
- Social connections and relationships
- The present and future environment
- Security, both economic and physical

Annex 3. Sample session plan

Opening Session Official launch of deliberation process by representative of organiser Overview of need and context for discussions on post 2015 Plenary Plenary	SESSION	CONTENT	Түре
Session Overview of need and context for discussions on post 2015 Plenary	Opening	Official launch of deliberation process by representative of organiser	Plenary
Question and answer		Overview of need and context for discussions on post 2015	Plenary
Question and answer Overview of civil society process Relevance of the post-2015 framework in the national context: • Lessons from the MDG experience moving forward into a post-2015 framework • Reflecting on the MDG discourse including how accountability to Citizen's has been ensured, so far and the way forward; Themes, Strategies and Opportunities Question and answer Conceptual foundations of a post-2015 framework: Part 1 Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. Session 3 • What are the most important issues for people and planet that should be in a post-2015 framework? • What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? • Feedback and Discussion *When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN consultation questions as outlined in Annex 6, or highlighting existing	Socien 4	International context (UN representative)	Plenary
Relevance of the post-2015 framework in the national context: • Lessons from the MDG experience moving forward into a post-2015 framework • Reflecting on the MDG discourse including how accountability to Citizen's has been ensured, so far and the way forward; Themes, Strategies and Opportunities Question and answer Conceptual foundations of a post-2015 framework: Part 1 Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. Session 3 What are the most important issues for people and planet that should be in a post-2015 framework? • What should a post-2015 framework look like? (Goals and indicators, something else?) • What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? • Feedback and Discussion 'When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN consultation questions as outlined in Annex 6, or highlighting existing	Session 1	Question and answer	Plenary
Lessons from the MDG experience moving forward into a post-2015 framework Reflecting on the MDG discourse including how accountability to Citizen's has been ensured, so far and the way forward; Themes, Strategies and Opportunities Question and answer Conceptual foundations of a post-2015 framework: Part 1 Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. Session 3 What are the most important issues for people and planet that should be in a post-2015 framework? What should a post-2015 framework look like? (Goals and indicators, something else?) What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? Feedback and Discussion When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN consultation questions as outlined in Annex 6, or highlighting existing		Overview of civil society process	Plenary
Conceptual foundations of a post-2015 framework: Part 1 Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. Session 3 • What are the most important issues for people and planet that should be in a post-2015 framework? • What should a post-2015 framework look like? (Goals and indicators, something else?) • What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? • Feedback and Discussion *When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN consultation questions as outlined in Annex 6, or highlighting existing	Session 2	 Lessons from the MDG experience moving forward into a post-2015 framework Reflecting on the MDG discourse including how accountability to Citizen's has been ensured, so far and the way forward; Themes, 	Plenary
Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. Session 3 What are the most important issues for people and planet that should be in a post-2015 framework? What should a post-2015 framework look like? (Goals and indicators, something else?) What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? Feedback and Discussion When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN consultation questions as outlined in Annex 6, or highlighting existing		Question and answer	
	Session 3	Suggested items*: The Vision: This is the broader state that we want the world to be in, and that we want the post-2015 framework to be working towards. The framework should contribute to the vision, but it does not have sole responsibility for bringing it about. The Purpose: This is the particular role that the framework has – describing exactly how the framework is going to contribute towards the vision. The framework should be designed in such a way so it can fully achieve this purpose. • What are the most important issues for people and planet that should be in a post-2015 framework? • What should a post-2015 framework look like? (Goals and indicators, something else?) • What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? • Feedback and Discussion *When preparing the final agenda, please consider taking into account any recently published reports or other major publications, referring to the UN	Break out groups each taking one of the two questions

	Conceptual foundations of a post-2015 framework: Part 2	
Session 4	The 'principles' These are characteristics that should underpin the whole framework and be reflected throughout its whole structure. The principles should support the design of the framework so it will achieve its purpose. What specific principles should the framework be based on? What operational strategies must be integrated to make it truly effective at the national and local levels? The 'criteria'* The criteria are the means by which we can evaluate specific proposals for goals. These should facilitate a basic but systematic assessment of whether a proposed goal is a strong option for a post-2015 framework.	Break out groups each taking one of the two questions
	Feedback	Plenary
	* When discussing the criteria, please use the Beyond 2015 first draft of the criteria as an input, see www.beyond2015.org .	
	Moving forward Key asks at the national level Next steps at national / regional level	Dionomy
Session 5	 Next steps at national / regional level Ensuring civil society deliberations are included in the UN consultations (report and contact with UNDP national office) Opportunities for synergy and engagement at the regional and global level 	Plenary

Annex 4: About Us

A3.1 What is GCAP / The World We Want?

The Global Call to Action Against Poverty (GCAP) is the World's largest civil society alliance calling for an end to poverty an inequality. It brings together national coalitions and constituency groups such as women, youth and socially excluded peoples, as well as international organisations, working together in more than 130 countries.

GCAP aims to challenge the institutions and processes that perpetuate poverty and inequality through mass mobilisation of citizens, and targeted advocacy and campaigning actions at the national and global level.

The World We Want 2015 is a global civil society process launched by GCAP in 2010. It aims to build grassroots participation, citizenled action and advocacy to accelerate efforts to secure a just world beyond 2015, when the MDGs are likely to expire with millions of men, women and children still living in poverty. The initiative was launched following a conference of southern civil society leaders convened by the 'Global Call to Action 'CIVICUS' Poverty' Against and in Johannesburg in February 2010 - in advance of the 2010 MDG Review Summit.

World We Want 2015 charters have already been developed in South Asia, Europe and in a number of African Countries i.e. 'The Zambia We Want', as well as amongst constituency groups including – 'The World Women Want' and the 'The World Widows Want'. Citizens and organisations in over 130 countries lead the initiative as part of GCAP and the global 'Stand Up' against poverty

campaign. Poverty hearings and climate tribunals have also been held as part of this process in over 25 countries, the outcomes of which will also feed into the post 2015 process – these can be found on the GCAP website.

For details and to download 'The World We Want' 2011 report, please see www.whiteband.org

A3.2 What is Beyond 2015?

Beyond 2015 is an international campaign consisting of CSOs and academics around the world interested in accelerating the post-2015 planning process. The initiative was launched in November 2010 and, as of November 2011, it has become the largest international campaign working to influence the creation of a global development agenda for post-2015. Beyond 2015 brings together over **260 organisations in more than 60 countries** from all the corners of the world.

For details about the campaign, please see www.beyond2015.org

A3.3 What is the United Nations Millennium Campaign?

The UN Millennium Campaign is an interagency initiative set up in 2002 by the UN Secretary General with the aim of fostering a self-sustaining movement which galvanizes the commitments and capabilities of broad segments of society to build awareness and mobilize public opinion in support of the MDGs.

For details about the UN Millennium Campaign, please see:

www.endpoverty2015.org

Annex 5: Standard National Reporting Template

1. Summary

- a. Date and venue of consultation
- b. Name and e-mail of report writer
- c. Number or participants
- d. Participants' list with the following information
 - Name
 - Organisation represented and position within organisation
 - Type of CSO represented
 - Gender
 - Email address
- e. Agenda used and a list of presentations made (electronic copies attached)
- f. Photos / videos

2. Deliberation process and political context

- a. Highlight any positive or negative aspect of the deliberations, making use of any evaluations undertaken or comments from participants
- b. Highlight any information about national / regional positions on the post-2015 process, key challenges identified at influencing their thinking / position

3. Conceptual foundations

- a. Highlight the key ideas relating to the vision of the framework
- b. Highlight the key ideas relating to the purpose of the framework
- c. Highlight the key ideas relating to the principles of the framework
- d. Highlight the key ideas relating to the criteria of the framework
- e. If key issues were identified, list the key issues that were identified as necessary to form part of the framework, in order of importance
- f. If possible / relevant highlight the most important ideas related to the most important issues identified
- g. Summarise particularly important issues emerging from the discussions (i.e. differing views from differing types of CSOs)

4. Analysis and recommendations

- a. Identify key principles suggested (as opposed to key issues), with a short explanatory sentence
- b. Recommend specific wording as to the vision and purpose of the framework
- c. Recommend specific criteria which should eventually be used to select goals
- d. Identify and suggestions for how best to use the results of the deliberations to influence national policy / international discussions on a post-2015 framework
- e. Suggested indicators for issues, if identified
- f. Identify any proposed minimum standards for the content of a post-2015 framework which might apply to all countries
- g. Additional information strong consensus points, widely divergent views

Annex 6: Suggested questions for UN national consultations

The questions below have been suggested by the UN Development Group (UNDG) as guidance for the national consultations organised by the UN (see: Post-2015 Development Agenda: Guidelines for National Consultations, UNDG, June 2012⁵).

While we suggest keeping in mind these questions, we encourage you to use the model provided in Annex 3 when planning your national deliberation.

WHAT?

- 1. What is important for any person (woman, man, boy and girl) in this country/ community to live well?
- 2. Are there things that some people need in particular?
- 3. Who are the people who are not living well in this community?
- 4. What is a person lacking who does not live well in this country/community?
- 5. What do you think has made your life better or worse recently and what could be done about this situation (including your own role)?
- 6. Are there things that some people in your community lack in particular?
- 7. What will be needed for future generations to live well in this country/community
- 8. What aspects of your community life do you think are important to protect in order to ensure that people live well?

WHY?

- 9. What are the main reasons why some people do not live well in this country community? (Participants are encouraged to provide evidence-based arguments, whenever possible)
- 10. Is the gap between those who live well and those who do not growing? Why?

WHO?

- 11. What can be done (by an individual or community) to help achieve this?
- 12. Which actors and institutions in the country need to do something to achieve
- 13. Which actors and institutions outside the country need to do something to achieve this?

HOW?

14. What do these actors and institutions need to do?

- 15. What do they need so they can act?
- 16. How can change best be achieved (what are people's theories of change?)

WHEN?

17. By when do we want to achieve this?

- 18. How can we ensure collectively we know that we have or have not achieved it?
- 19. How could the mechanisms we used for these consultations be used in future reviews of progress?

⁵ See http://www.bevond2015.org/sites/default/files/Post%202015%20Guidelines%20ENG1.pdf





